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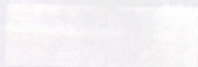
## **Bureau of Land Management**

## **National Adoption Plan**

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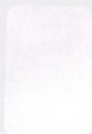
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## National Adoption Plan

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## Introduction

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Since the passage of the Wild Free-Roaming Horses and Burros Act in 1971, the Bureau of Land Management (BLM) has faced ever-increasing challenges to provide for the management, protection and control of the wild horse and burro herds. The BLM uses the adoption process as one of the major ways to fulfill the intent of the Wild Horse and Burro Act. Today, BLM conducts more than 70 adoptions each year. In 2004 the BLM initiated a review of its adoption process and drafted a national plan to improve its overall ability to increase the success of the program. The National Adoption Plan (NAP) is a series of best management practices and guidelines to streamline the BLM's adoption process, institute improvements and management practices to create a more efficient and consistent program.

The 2001 *Fleishman-Hillard Report* and the 2005 cooperative study between the National Wild Horse and Burro Foundation and the BLM entitled *Repositioning the Mustang Horse to Increase Adoptions within the U.S. Horse Industry* served as the foundation for the NAP. The practical knowledge and experience from discussions with members of the domestic horse industry and most importantly with BLM Wild Horse and Burro Specialists and Public Affairs Specialists provide many recommendations, which were incorporated into the NAP. In addition, many BLM Offices instituted innovative ideas to run and promote adoption events. The NAP is a compilation of these best practices from each State and from the reports.

The NAP establishes a series of marketing strategies to increase the exposure of the adoption program and ultimately increase the number of successful adoptions. It is important that BLM consistently promote the adoption program. The experience of attending a BLM adoption event in California should be very similar to the experience of attending a BLM an event in Connecticut. One promotion technique is to develop a specific "product's brand identity." The promotional items, including postcards, flyers, yard signs, banners, advertisements, etc., should look similar and should be layered (promoted in several ways instead of only one or two).

Another technique is to understand what a product has to offer the consumer, we need to look at the features and benefits and identify the impact a benefit has on a customer's life – in other word its value. For example, the mustang is a herd animal (a feature) which means that a horse owner has the opportunity to become the new "herd" leader forming a very close bond with his mustang (benefit). This translates into, a sense of belonging and connection and for many feeling valued. So ultimately what a prospective adopter cares about is not the fact that the horse is easy to bond with, but those emotional values that this relationship brings to his/her life.

The NAP contains some marketing terms that may be unfamiliar. One term is the "affinity market" – individuals who feel an emotional or spiritual bond with horses, heritage and/or land conservation. Another is rebranding or repositioning - changing the way we look at or value an item.

In general, the NAP is a collection of the best management practices and guidelines that can help increase the number of animals adopted and enhance an individual's adoption experience.



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## Adoption Best Practices

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**Determine adoption market:** Incorporate into the national geographic information system (GIS) the following local/regional information, including but not limited to:

- ◆ Data collected from previous years on past adoption sites.
- ◆ Agricultural, social, and economic demographics.
- ◆ Location of potential adopters using individual contact information who have requested information from local offices, as well as past adopters.
- ◆ Distance that adopters will drive to an adoption event.
- ◆ Post adoption evaluation.
- ◆ Affinity market data including equine magazine subscribers, competition and discipline group members, and current horse owners of other breeds. Affinity market data will aid the State Wild Horse and Burro Leads in determining the type of animals that are in demand based on the various disciplines practiced in that area.

**Determine event location and date:** The State Wild Horse and Burro Lead and Public Affairs Specialist will use GIS information to evaluate markets and pick potential sites. Once selected, the Public Affairs Specialist, in conjunction with the State Wild Horse and Burro Lead, will review the data to select the event location. The State Wild Horse and Burro Lead and the National Marketing Team will also determine a one- to two-year national adoption schedule. The following is criteria for selecting the event location and date:

- ◆ Past adoption success.
- ◆ Media markets, population centers, and publications.
- ◆ Public's interest in area measured from phone calls and inquiries to BLM, and discussions with local horse community.
- ◆ Conflicts with major holiday activities.
- ◆ Consider conflicting activities such as community and other horse events. Some events will work well with an adoption while other events will not.
- ◆ Determine the best month to hold the adoption taking into consideration local weather conditions, availability of the site, and potential conflicts with other locations in other jurisdiction to prevent competition.
- ◆ Overlapping Events. Inform the National Marketing Team of event locations to prevent events from overlapping.

Once the locations are determined they will be posted on the National web site so all states will know where events will be located and the date of each event. Also, the National Marketing Team will assist in designing local promotion of the events to compliment the national promotion of the program.

**Select the type and number of animals for each adoption event:** The number and type of animals selected for an event will be determined by the State Lead, National Program Office, and National Marketing Team using affinity market information.

- ◆ The animals selected should be a mix of age, color, gender, horse types, and burros.
- ◆ Local market preferences. Some areas of the country adopt certain animals: geldings over mares and weanlings over 3 year olds. This information is normally derived from past experience and should be recorded for future use.
- ◆ Timing of the event. There are times of the year when it is more conducive to adopt certain animals, such as mares in foal during the winter months and weanlings in the fall. Events should be set up with these animals in mind during those times of the year.
- ◆ For specific animal promotion the following may be used, but not limited too:
  - ◆ Unique characteristics (small for children, hunters, ranch horses, pack horses, etc.)
  - ◆ Mare promotion
  - ◆ Gelding promotion
  - ◆ Weanlings
  - ◆ Halter and/or saddle trained
- ◆ Specific animal promotions. It may be difficult to hold specific animal promotions. Factors such as animal illnesses and injuries may adversely impact adoption success for specific promotions. Prior to the event, the adoption event coordinator (State Wild Horse and Burro Specialist) and Public Affairs Specialist will develop a contingency plan to substitute animals in case any animal becomes ill or is injured. Through contact with the Facility Managers, the National Program Office should know which animals are actually being shipped.

**Adoption Facility Selection:** Once the event location is selected, the State Wild Horse and Burro Specialist will evaluate potential adoption facilities. The facility must be able to accommodate a wild horse and burro adoption event based on the criteria listed below. Evaluation of a facility and final determination can be made through phone calls and a mandatory facility site visit, if BLM is unfamiliar with site.

- ◆ Consider public perception when selecting an adoption facility. Is the facility horse and people friendly?
- ◆ The size requirement for a facility will be determined by the number and type of animals offered for adoption.
- ◆ The facility should have access to interstates and major highways.
- ◆ The facility should have a covered arena.
- ◆ The facility must have good footing for the animals - absolutely no bare concrete.
- ◆ Adequate type, height, and numbers of panels should be available to accommodate the number and selection of animals that will be presented at the event.

- ◆ There must be an equine veterinarian in the area that is willing to work with wild horses and burros.
- ◆ There should be adequate parking for horse trailers, as well as semi trucks.
- ◆ There should be a good unloading area for semi trucks as well as a good loading area for the adopter's trailers.
- ◆ The area must be fenced to ensure the welfare of the animals.
- ◆ There must be security for the event. A night watchmen and/or local BLM law enforcement on site is required.
- ◆ There should be food and refreshment on site. The facility should have recommendations of approved vendors.
- ◆ There should be public seating during the event.
- ◆ There must be an EMT on call during the event.
- ◆ There must be first aid on hand.
- ◆ There must be restrooms, ideally with handicap access.
- ◆ There must be potable water available for animals and the public.
- ◆ There should be electricity for computers, lights, and public address system.
- ◆ There should be phones for BLM staff and phones for the public.
- ◆ There should be an office provided by BLM or the facility.
- ◆ There should be lodging available with in close proximity to the facility for BLM staff.
- ◆ Evaluate the ability to use the facility more than one year if the facility would decrease their cost and the demand warrants multiple year adoptions.
- ◆ It is preferred to use a facility that is usually used for horse events when cost effective.

**Determine needed staff skill mix for each event:** To ensure a successful adoption, Field Managers, along with the adoption coordinator and the External Affairs Chief, will develop a fully staffed and skilled adoption team by identifying the needed skills, assessing current staff skills, and matching individuals with appropriate tasks. Volunteer's skill and experience should be considered while establishing adoption team.

Each individual who works or participates in an adoption must be able to explain the program to the general public in a knowledgeable and courteous manner. Good customer service is imperative to the success of the adoption program. To provide effective communication and customer service, Field Managers will provide staff with appropriate training to include basic horse care, emergency training, and customer service training as needed.

### **Wild Horse and Burro Event Coordinator/ Lead:**

#### **♦ Skills:**

- ♦ Possess leadership skills to delegate, coordinate, and make decisions.
- ♦ Ability to identify the necessary staff skill mixes needed. Assess current staff skill levels and match with appropriate task.
- ♦ Public speaking experience.
- ♦ Ability to talk comfortably with the general public, as well as the media.
- ♦ Knowledge of all the laws, regulations, and policies pertaining to the wild horse and burro program.
- ♦ Knowledge of wild horse and burro behavior.
- ♦ Knowledge of basic wild horse and burro husbandry and domestic horse husbandry.
- ♦ Knowledge of administrative procedures and requirements.

#### **♦ Responsibilities:**

- ♦ Coordination of the entire event.
- ♦ Identify the facility.
- ♦ Procure the facility.
- ♦ Coordinate with local public affairs to ensure pre-adoption promotion is completed.
- ♦ Set and Manage budget for event.
- ♦ Determine if the event will be conducted in-house by BLM staff or contracted.
- ♦ Serve as the Contracting Officer's Representative (COR) for any contracts as appropriate.
- ♦ Arrange and oversee volunteers or volunteer coordinator.
- ♦ Arrange educational speakers or demonstrations by
  - Farriers
  - Veterinarians
  - Trainers
- ♦ Ensure contingency and emergency plans are in place.
- ♦ Identify and oversee the staff to attend the event. Each specific event should be limited to:
  - In-house adoption: Wranglers (2-3), Adoption Coordinator (1), Public Affairs (1), and Administrative clerk/wild horse and burro specialist (1-2).
  - Contracted adoption: Adoption Coordinator (1), Public Affairs (1), and Administrative clerk/wild horse and burro specialist (2).



- ♦ Complete and submit the animal order form four weeks before the event. *See attachment 1.*
- ♦ Ensure all action items are completed. *See attachment 2.*
- ♦ Ensure all administrative functions are completed.
- ♦ Coordinate food and tack vendors with the facility owner.
- ♦ Coordinate with the local equine veterinarian to prepare interstate health certificates for the return on remaining animals.
- ♦ Ensure professional signage is used, such as:
  - Banners
  - Promotional Signs
  - Directional Signs
  - Adoption Facility Marquee
  - Administrative/Office Signs
- ♦ Ensure information display table is set up.
- ♦ Interact with the public. Walk around pen area and discuss individual animals, the BLM and its programs, etc. Answer questions and assist potential adopters when they are selecting an animal.
- ♦ Track all event expenses.
- ♦ Provide adopters with support information in post adoption packets. Information will include general health information, and contacts such as mentors, veterinarians, and farriers in their State. States can order folders from the Printed Material Distribution Services (PMDS). Much of the information can be printed from the National Wild Horse and Burro website.
- ♦ Complete the post adoption report. *See attachment 3.*

#### **Administrative Clerk:**

##### **♦ Skills:**

- ♦ Authorized Collection Officer.
- ♦ Possess good communication skills.
- ♦ Knowledge of basic computer programs used by State Offices at adoptions.

##### **♦ Administration Function:** The following functions may be completed by the administrative clerk, or another designated staff member:

- ♦ Ensure that all necessary paperwork is at the site prior to the beginning of the adoption event: Private Maintenance and Care Agreement (PMACA), applications, post adoption packets, etc.



- ♦ Complete paperwork, including keeping track of animal inventory at the adoption.
- ♦ Assign the bidder number.
- ♦ Help with the adoption bidding process.
- ♦ Process applications, PMACA, hand out post adoption packet, and collect adoption fees.
- ♦ Interact with the public. Answer questions and assist potential adopters when they are selecting an animal.

#### **Wrangler:**

##### **♦ Skill**

- ♦ Knowledge and experience working and handling wild horses and burros in a safe and humane manner.
- ♦ Possess good communication skills.
- ♦ Knowledge of general wild horse, burro and domestic horse husbandry.
- ♦ Knowledge of basic wild horse and burro gentling techniques.
- ♦ Knowledge of Henneke Body Scoring System.

##### **♦ Responsibilities:**

- ♦ Safe unloading and loading of animals.
- ♦ Safe and humane sorting and handling of wild horses and burros.
- ♦ Feeding and watering of animals.
- ♦ Assessing and recording animal condition.
- ♦ Haltering wild horses and burros.
- ♦ Ensuring the adopters' trailers are safe and meet BLM requirements.
- ♦ Hauling wild horses and burros, if needed, from the preparation facility to the adoption and back.
- ♦ Interact with the public. Answer questions and assist potential adopters when they are selecting an animal.

#### **Promoting an adoption event:**

- ♦ The State/Field Office will have at least one Public Affairs Specialist who is dedicated for the marketing and promotion of adoption events.
- ♦ The local Public Affairs Specialist will work with the National Marketing Team to ensure that all print media has the same look and is consistent. The National Logo, National Wild Horse and Burro Website address, and 1-866-4MUSTANGS will be included so the public recognizes that this is a BLM sponsored Wild Horse and Burro Adoption.

## **Public Affairs:**

### **◆ Skill:**

- ◆ Knowledge of the Wild Horse and Burro program policies, rules and regulations.
- ◆ General understanding of wild horse and burro husbandry.
- ◆ General knowledge of rangeland health.
- ◆ Knowledge of where to find program information.
- ◆ Experience promoting events and speaking with media.
- ◆ Written and oral communication skills.
- ◆ Proficient with media related technology: photography, web sites, software, etc.
- ◆ Knowledge of potential market: past adopters and affinity groups.

### **◆ Responsibilities:**

- ◆ Pre-event promotion.
  - Pre-adoption media trip to event location to promote adoption to local media and organizations.
  - Send postcards to mailing lists of past adopters and potential adopters in the area.
  - Write and distribute press releases.
  - Send information to local newspaper and regional magazine calendar alerts.
  - Placement for radio advertisements (media buys and/or public service announcements).
  - Placement of newspaper and magazine advertisements (media buys and/or public service announcements).
  - Secure radio and television interviews.
  - Distribute flyers in the surrounding event area, including feed and tack outlets, and to volunteers.
  - Update State Internet site with adoption information.
  - Message on facility marquee.
  - Contact civic organizations and chamber of commerce.
  - Contact legislative groups as appropriate.
  - Work with and assist volunteers who will be involved in local radio and television interviews and newspaper articles.
- ◆ Work with the media at the adoption.
- ◆ Serve as primary contact for all onsite media.

- ♦ Recommend volunteers and adopters who would be available for good photo opportunities and interviews.
- ♦ Work with the general public at the adoption.
- ♦ Setup, supply, and staff the information display table.
- ♦ Track all promotion expenses at each event.
- ♦ Follow up with dignitaries who attended the event. Send thank you notes and any other requested material.

**Dress Code for adoption events:**

- ♦ Every staff member is required to dress in a manner that is easily identifiable by the public as BLM employees.
- ♦ All volunteers are required to dress in a manner that is easily identifiable by the public as BLM volunteers.
- ♦ The BLM staff working at correctional facilities will abide by all regulations and requirements of the facility, including dress code.

**Information Display Table:** The information display table will be staffed by BLM and volunteers and provide information on the program. The BLM personnel or volunteers will explain and provide a handout on the method that will be used to conduct the adoption to interested individuals. *See attachment 4.*

**Methods for conducting adoptions:** There are several acceptable methods for conducting adoptions to determine the order of animal selection: oral competitive bid, silent competitive bid, first come/first served, application approval date, and drawing (lottery). The two most frequently used methods are outlined below:

♦ **Prior to Competitive bidding:**

- ♦ All individuals requesting information will be provided with written materials, as appropriate, prior to the adoption event. *See attachment 5.*
- ♦ For pre-approved applicants the process is explained in the pre-approval letter. *See attachment 6 for a sample pre-approval letter.*
- ♦ During the event all walk-up, as well as pre-approved applicants should be directed to the information display table.
- ♦ Tables and chairs will be provided for potential adopters to fill out application forms. The BLM personnel will approve the applications either at the adoption registration table or at the adoption event office.
- ♦ Bidding cards and/or inventory sheets will be available to pre-approved and walk-up applicants at the registration table.

- ♦ Each holding pen or enclosure should have a card which lists the last four numbers of each animal's freeze mark, age, gender, and capture area.
- ♦ Prior to the start of the bidding, a morning orientation meeting will be held to explain to all applicants and the general public adoption procedures. *See attachment 7 for a sample orientation talk.*

#### ♦ Oral Competitive Bidding:

- ♦ Animals will be offered individually by tag number (last four digits of the animal's freeze mark) to potential adopters. Animals can be offered either in the round pen with no more than two or three other animals or in their respective holding pen.
- ♦ Once the animals are in the small holding area, the auctioneer will announce which animal is being offered for adoption.
- ♦ The auctioneer or the BLM personnel are encouraged to establish a rapport with the public prior to the start of the bidding.
- ♦ The BLM personnel or the auctioneer are encouraged to offer specific comments on the animal, especially if there is a lull in the bidding process.
- ♦ The applicants should be provided sufficient time to bid on the animal. If an animal receives no bids, the auctioneer will move on to the next animal in that group or pen.
- ♦ All of the animals will then be returned to their respective pen. The next group of animals will be brought into the small holding area and offered for adoption, or the next animal in the pen will be offered for adoption.
- ♦ Holding pen cards and/or the inventory sheet must be updated on a regular basis.
- ♦ Any remaining animals may be offered a second time using the competitive bidding process, or be available to the public on a first come bases at the base fee of \$125.00.

#### ♦ Silent Competitive Bidding:

- ♦ The public is given an inventory sheet that has the same information as the cards that are attached to the pens. This allows individuals to track which animals have been adopted.
- ♦ Each pen has an individual bidding sheet for each animal.
- ♦ The applicants are given a minimum of 30 minutes to write their bids on the individual bidding sheet.
- ♦ At the end of the allotted time all sheets will be picked up and a determination is made on which animal is adopted by an applicant.
- ♦ The BLM will confirm animal selection by high bid.
- ♦ All animals that are not adopted will be available at a first come basis at the base fee of \$125.00 per animal.



◆ **Post Competitive Bidding:**

- ◆ Successful adopters will be directed to the registration desk to complete the PMACA and pay for their animal(s).
- ◆ The adopter will be given an adopter's packet. *See attachment 8.*
- ◆ All bidding activity will be completed before any animals are loaded.
- ◆ Usually the loading is first come first served; however, loading by pen is an alternative.
- ◆ The adopter will back their trailer to the loading chute, give the wranglers the "load out" form (usually a three-part form), their halter and lead rope.
- ◆ The wranglers will sort the animal from the pen and bring it to the haltering chute.
- ◆ The animal will be haltered, the neck tag removed, and loaded into the trailer.
- ◆ After the adoption is completed, each unadopted animal will be evaluated. Comments will be written on post adoption report.
- ◆ Once the adoption event is over and the unadopted animals are shipped out, the facility will be cleaned and dismantled, as appropriate.
- ◆ The post-adoption report (*see attachment 8*) will be completed within 5 days and sent to the National Marketing Team.

**Duration of the event and what happens each day:** Most events take four days to complete. This may differ for smaller events of two days to larger events that last a week. The larger events are normally associated with another local event.

◆ **Recommendations for events of four days:**

- ◆ **Day One:** Event set up including: corral area, office, information display table, registration table, signs, and public area (1/2 day). Prior to the public arriving, the local adoption coordinator will meet with the staff and volunteers to discuss roles and responsibilities with an emphasis on customer service and working with the public, media alerts, safety concerns, and security.
- ◆ **Day Two:** If animals are transported on the second day they should arrive in the morning to ensure a minimum of four hours rest. Animals are fed and watered and the health of each animal is assessed and recorded, if necessary. If necessary, animals should be provided electrolyte in their water. Viewing of animals should start after animals are fed and watered, pen cards and inventory sheets are completed, and all health records and animal information is organized. Applications are reviewed and approved. Educational seminars could be held on this day.
- ◆ **Day Three:** Adoption and loading of adopted animals.
- ◆ **Day Four:** Loading of adopted animals, final adoptions, breaking down the facility, and loading the remaining unadoptable animals. Post-adoption meeting is held for contracted events to review the process and evaluate the event.



#### **Recommendations for smaller adoption events:**

- ♦ **Day One:** Set up of the event including corral area, setup of office, informational display table, registration table, signs, and area for viewing the animals by the public. It is imperative that the animals have a minimum of four hours rest. Animals are fed and watered and the health of each animal is assessed and recorded, if necessary. If necessary, animals should be provided electrolyte in their water. Viewing of animals should start after animals are fed and watered, pen cards and inventory sheets are completed, and all health records and animal information is organized. Applications are reviewed and approved. Educational seminars could be held on this day. Prior to the public arriving, the local adoption coordinator will meet with the staff and volunteers to discuss roles and responsibilities with an emphasis on customer service and working with the public, media alerts, safety concerns, and security.
- ♦ **Day Two:** Adoption and loading of adopted animals. Educational seminars could be held on this day.
- ♦ **Day Three:** Loading of adopted animals, breaking down the facility, and loading the remaining unadoptable animals. Post-adoption meeting is held for contracted events to review the process and evaluate the event.

**Attachment I**

**U.S. Department of the Interior  
Bureau of Land Management  
Animal Ordering Form**

<b>Field Office Information:</b>	
Adoption Event	Adoption Date(s):
Adoption Facility Name: Facility Address: (physical address): Facility Telephone #:	Adoption Administrative Office: Administrative Office Code: Key Contact Person: Phone No:   - Day: - Night: - Cell: FAX No: (for health papers & animal info)
Number and Kinds of Animals (horses, and/or burros, including sex & age):	Requested Specific Requirements for Adoption: (coggins; vaccinations, geldings, interim stop, animal info, etc)
Directions to Adoption Destination from Main Intersection: (attach map if necessary)	Requested Arrival Date/Time:
Requested Return Destination & Departure Date:	Return Trucking Company: (adoption coordinators responsibility)
Completed by: (Name & Title)	Date:
National Program Office, Reno Shipping Coordinator	Approval:
Notes:	Date Received:
Actual Arrival Date/Time:	Actual Number and Kinds of Animals Shipped:
Shipping BLM Office Code(s): Est. Mileage:	Return BLM Office Code(s): Estimated. Mileage:
Confirmation - Sent to/Date:	Confirmation - Sent to/Date:
Completed by: (Name & Title)	Date:

**Attachment 2****Wild Horse and Burro  
Adoption Action Item Checklist****Event Location:****Date:****Adoption Lead:**

<b>Duties/Responsibilities</b>	<b>Team Member</b>	<b>Due Date (Mailed/Faxed)</b>	<b>Date Completed</b>
Coordinate adoption information with local public affairs identifying location, date, time, and total # of animals order for the event.			
Identify team members and assign duties.			
Sign Facility Contract.			
Requisition (1510-18) for Contractors Services (if needed) Submitted in IDEAS (30 days prior to event).			
Order Animals from NPO.			
Set up adoption promotion, including advertising and media interviews.			
Letter to State Veterinarian.			
Arrange for on call Equine Vet.			
Arrange for on call EMT service.			
Arrange for Auctioneer for Adoption. Check State regulations for Auctioneers.			
Security Arrangements/ Night watchman.			
Order-Up Letter to Contractor (within 14 days).			
Have an Emergency Plan in place, in the event of a natural disaster, fire and or animals set free, but not limited to. Identify the proper procedures for addressing emergencies. Distribute via e-mail.			
Have a Contingency Plan in place in case of sick animals			

## Attachment 2

Duties/Responsibilities	Team Member	Due Date (Mailed/Faxed)	Date Completed
Organize the panel, gates, chains, chutes (off-loading and haltering), watering troughs, water hoses, hay, etc.			
Provide a list of volunteers & duties to Volunteer Coordinator.			
Arrange educational speakers or demonstrations.			
Reserve ring area to show off adopted wild horses.			
Horse First Aid Kit for Adoption packed.			
Vehicle arrangements.			
Schedule transportation of un-adopted animals and prepare the "Bill of Lading" for transportation.			
Telephone Requisition where possible:  1 line for verification of credit cards & incoming calls.			
Office Space Requisition (when needed).			
Work with the facility manager to arrange for vendor services (refreshments, tack, etc.).			
Arrangements for Portable Bleachers for the adoption.			
Screen applications and research past adopters for title			
PMACAs Signed for Adoption.			
Organize supplies, i.e., adopter's packets, extra applications, requirement sheets, load-out forms, clear sheet protector for pen lists, materials for information display table.			
Meet with Facility Manager upon arriving on adoption site			
Schedule a pre-adoption meeting to assign duties before departure and pre-meeting before the start of the adoption event.			

## Attachment 2

Duties/Responsibilities	Team Member	Due Date (Mailed/Faxed)	Date Completed
Complete evaluation of contractor at the end of each event. Copies for Adoption Book and Denver NBC.			
Complete the Post Adoption Report with cost data within 10 days of event. Provide copy of the Post Adoption Report to the National Marketing Team. Organize the adoption reference book.			
Process payment for contractors (Certificate for Contract Payment Invoice), Form# 1510-10 within 7 days of submitted			



### Attachment 3

#### Wild Horse and Burro Post Adoption Report

- ◆ Adoption Coordinator:
- ◆ Adoption Event Dates:
- ◆ Location of Adoption (city, state, zip):
- ◆ Facility Site Name:
- ◆ Number of Days Facility Rented:
- ◆ Facility Site Rental Costs:
- ◆ BLM or Contracted Adoption:
- ◆ Name of Contractor:
- ◆ Number of BLM employees in attendance:
- ◆ Method used to conduct adoption (i.e., silent competitive bid, oral, etc.)
- ◆ Promotion Coordinator:
- ◆ Advance Actions Taken and Dates Accomplished: [**Note:** This is a sample list of things that can be done to promote the adoption. Please list all things done to promote adoption.]
  - ◆ Fliers sent to past adopters:
  - ◆ Post cards mailed:
  - ◆ Event listed on state and national website:
  - ◆ Update local general info number to reflect current adoption:
  - ◆ Facility contacted:
  - ◆ Chamber of Commerce contacted:
  - ◆ Local media contacted:
  - ◆ Volunteers contacted:
  - ◆ Calendar and media advisories sent:
  - ◆ News release issued and sent:
- ◆ Advertising:
  - ◆ Print ads:
  - ◆ Publication name:
  - ◆ Size of ad:
  - ◆ Cost of ad:
  - ◆ Frequency of ad:
  - ◆ Radio Spots:
  - ◆ Cost of ad:

### Attachment 3

- ♦ Frequency of radio spot:
- ♦ Results of Media promotion:
  - ♦ List articles, television appearances, radio interviews, etc:
- ♦ Informal poll of attendees – How did attendees hear about the event?:
- ♦ Promotion suggestions from public:
- ♦ Animals taken to adoption:

- ♦ **Horses:**

- Age:
- Sex:
- Color: (example 10 sorrel mares)
- Total Number Presented:
- Total Number Adopted:

- ♦ **Horses Adopted at Reduced Fee:**

- Age:
- Sex:
- Color: (example 10 sorrel mares)
- Total Number Presented:
- Total Number Adopted:
- Total Number at Reduced Fee:
- Total Number of Buddies:
- Total Number of Frequent Flyers:

- ♦ **Burros:**

- Age:
- Sex:
- Color: (example: 3 brown jacks)
- Total Number Presented:
- Total Number Adopted:

- ♦ **Burros Adopted at Reduced Fee:**

- Age:
- Sex:
- Color: (example: 3 brown jacks)
- Total Number Presented:

### Attachment 3

- Total Number Adopted:
- Total Number at Reduced Fee:
- Total Number of Buddies:
- Total Number of Frequent Flyers:
- ♦ *High bid:*
  - Horse:
  - Burro:
- ♦ *Animals not adopted:*
  - Freeze Mark
  - Description (age, sex, type)
  - Reason Not Adopted
- ♦ *Overview of Event:* Please evaluate the event. Include what went well and what could be improved. Also, include which best practices were followed and the effectiveness of the advertising.

#### **Attachment 4**

### **Wild Horse and Burro Information Display Table**

- ◆ Adoption brochure
- ◆ Facility brochure
- ◆ Adoption application
- ◆ Event Specifics
  - ◆ Procedures of the adoption event
  - ◆ Inventory of the animals
- ◆ Equine health brochures (when available)
- ◆ National Adoption Schedule
- ◆ Promotional items
- ◆ Special event promotion information (when appropriate)
- ◆ TV/VCR tapes (when possible)
- ◆ Bowl of candy

## **Attachment 5**

### **Wild Horse and Burro Pre-Adoption Mail Out Material**

- ◆ Adoption brochure
- ◆ Facility brochure
- ◆ Adoption application
- ◆ Event Specifics
  - ◆ Location
  - ◆ Date
  - ◆ Time
  - ◆ Special Activities
- ◆ National Adoption Schedule
- ◆ Information on the Gelding Voucher
- ◆ Reduced fee information when appropriate
- ◆ Homepage of National Wild Horse and Burro Website
- ◆ Example of the type of fencing needed
- ◆ Example of the type of trailer needed
- ◆ Special services that are provided by that office



## Attachment 6

### Wild Horse and Burro Sample Pre-Approval Letter

Dear Wild Horse and Burro Enthusiasts:

Congratulations! We have approved your application to adopt a wild horse or burro and look forward to seeing you at our upcoming BLM Wild Horse and Burro Adoption at the (event location). The adoption will be held on (dates). The adoption process is an all-day affair, so please allow ample time. The adoption event will be held as follows:

<u>Viewing/Screening Day: (date)</u>	12:00 p.m. - 5:00 p.m.
<u>Adoption Day: (date)</u>	8:00 a.m. - 5:00 p.m.
♦ Check-in/Screening/Viewing	8:00 a.m. - 10:00 a.m.
♦ Orientation Meeting	10:00 a.m. - 10:30 a.m.
♦ Bidding	Starts at 10:30 a.m.
<u>Carry-over Day: (date)</u>	8:00 a.m. - 12:00 p.m.

#### Adoption Process:

1. All approved potential adopters must check-in at the office prior to the Orientation Meeting.
2. **Check-in** for adopters will be **8:00 - 10:00 a.m., date**. You may also check in on date of viewing (12:00 - 5:00 p.m.). At check-in you will receive a bid number. If your application was FAXed to us, you will need to resign and date it. If necessary, updates to your application can be made at this time. During this time, you may view the animals that are available for adoption and make tentative selections.
3. The **Orientation Meeting** will begin at **time and date**. All participants are required to attend.
4. The bidding process will begin following the Orientation Meeting. Once you pick your animal(s), you will need to get your loading sheet, pay, and then get in line to load.

#### Bid Process:

Each approved adopter will receive a bid card which will identify the adopter's bid number and indicate the number of animals you can adopt. **You will be able to bid on only the number of animals, for which you received approval.** If you were approved for up to four animals, either horses and/or burros, you may bid until you have selected all four animals. Mares or Jennies with foals (if available) count as two animals.

## Attachment 6

Please remember, if you have 5-foot corral fences, you are limited to yearling horses. Corrals must be at least 4 ½ -feet high for ungentled burros and 6-feet high for ungentled horses older than 18 months.

Following the Orientation Meeting, the bidding process will begin (e.g., we will use either an empty round-pen and run a few animals in at a time, or we will go from pen to pen). After that, we will operate on a first-come, first-serve basis. The minimum bid is \$125, with minimum increments of \$5. Mares or Jennies with foals start at \$250. **(Remember that this is an adoption, not an auction, even though this is using an auction-style format.)**

As soon as you have selected all of your animals you will need to go to the office to get the paperwork on your animals you successfully bid on and pay for your animals. The loading process will begin once the event is complete.

**What to bring:** Please bring cash, a money order, credit card, or a personal check. **A picture ID is also required.** Also it is recommended that you bring a halter and lead rope for each animal you adopt. We recommend the double stitched nylon-web type halter. The BLM personnel will place the halter on your animal and load the animal into your trailer. The lead rope should be about 12-feet long and made of cotton or nylon.

**Trailers: Only covered (metal tops or bars with tarps) stock or four-horse trailers are permitted for loading horses 2 years of age or older.** Two-horse trailers must meet approval. Back gates on the trailers must slide or swing out (no drop ramps will be accepted). If the trailer is not completely enclosed or has large openings, please provide a 3/4-inch piece of plywood to cover the opening. This will help prevent injuries and the animal(s) from trying to escape since they are loose in the trailer. Mares with foals must be loaded in four-horse or stock trailers. The extra room is necessary for safe loading of the animals.

**Loading:** Please do not get in line to load until you have paid for your animals. If you are loading with someone else, please do not get into line until all of those in your party have paid and are ready to go. Animals will be loaded until 5:00 p.m.

### **Directions to the facility:**

Please insert directions to the event location.

If you are unable to attend the adoption, please contact (State/Field Office) at (phone number) by (date a week before the adoption). We have added your name to our mailing list and will keep you posted on upcoming adoption events in your area.

Thank you for participating in this great program, and we are looking forward to seeing you in

Sincerely,

## **Wild Horse and Burro Sample Orientation Talk**

[*Note:* The pre-adoption talk can be modified to fit your manner of speaking, the specifics of the local event concerning logistics, and accommodations of the facility. The tone and delivery of the talk must be non-bureaucratic and customer friendly and service oriented. It needs to be informative and contain all needed information to insure that adopters are provided the logistics of the adoption process, what is required of them and information they need to know so they can be served efficiently and professionally. The talk should be delivered just before adoption begins when all adopters are present. It is a good idea to have a few past adopters mounted on their well trained mustangs and riding in the round pen, as you deliver the adoption talk. If they are good emissaries for BLM, give them the microphone for a few minutes.]

Welcome to BLM's Wild Horse and Burro adoption. Before we begin the adoption I'm going talk about six items:

- ♦ Animals available for adoption;
- ♦ Importance of gentling and training;
- ♦ Terms of the adoption agreement;
- ♦ Animal selection process/competitive bidding and how it works;
- ♦ Adoption fees; and
- ♦ Loading

[*Note:* Introduce BLM staff, volunteers, trainers, special announcements, and appropriate thank yous.]

I would like to congratulate those who have already adopted a wild horse or burro and thank you for your continued support of our program.

### **Available Animals:**

The origin of wild horses and burros in America dates back to the days of early Spanish explorers and missionaries. Horses were the backbone of the settlement and development of the West. Today's free roaming wild horse and burro herds are descendants of animals that either escaped or were abandoned by settlers, Native Americans, prospectors, or ranchers from the late 1800's to the 1930's.

Today's free roaming herds are managed by the Bureau of Land Management and United States Forest Service. Each year the herds increase in number by approximately 20 percent, and in order to prevent over use of their habitat; horses and burros are gathered and made available to the American public through BLM's Wild Horse and Burro Adoption Program.

The adoption program has been in place for over 30 years and horsemen and women across the nation have recognized that mustangs have a place among America's horses. These animals are

## **Attachment 7**

known for their intelligence, durability and stamina. Most are used for recreational riding, but many are at work on ranches while others compete in endurance and arena events.

Through our management programs on the range and in our wild horse and burro preparation facilities, we strive to provide good quality and healthy animals to adopters. These animals have a current negative Coggins test, are de-wormed, and have current vaccinations for eastern and western sleeping sickness, influenza, rhinophneumonitis, tetanus, strangles, rabies and West Nile viruses and are ready for interstate transportation.

[*Note:* Describe where the animals are from and offer any unique qualities. Disclose all known blemishes or minor injuries that animals incurred during transport to the adoption (by animal number) site and state that the animals are offered “as is.” Relate any findings made by a veterinarian relative to animals with minor injuries. Animals with injuries or lameness whose recovery and soundness are questionable should not be offered for adoption.]

Adopters who select intact males will be offered a gelding voucher that provides \$50 toward verified castration by a veterinarian. Gelded animals are generally easier to manage and it is recommended that you get this done soon.

### **Gentling/Training:**

It is important that you gentle and train your animals to the point that they can be haltered and are manageable. If they are not halter trained, you will be unable to trim their feet and provide veterinarian care, if the animal becomes injured. Some animals will gentle down immediately while others will take more time and effort to halter break.

Consult a veterinarian for feeding and health care questions and horse trainers or other adopters for gentling issues or help. Visit our website, or call your local BLM office for names of people in your area that are available to assist you with health care and mentoring.

### **Terms of the Adoption Agreement:**

During the next year, adopters enter into a partnership with BLM. The BLM requirements are simple; all you have to do is take good care of the animal and retain possession. Ownership does not transfer to you today even though we are using competitive bidding to establish adoption fees.

The BLM retains ownership of the adopted animal for one year or until you apply for ownership through application for title. Until you obtain ownership you can not sell, lease, or give away your animal.

One year from today, the BLM will send you an Application for Title in the mail. It looks like this [*Note:* hold an example up and describe what it looks like.] Upon certification that you have taken good care of your animal by a veterinarian, humane officer, county extension agent or a BLM personnel and the return of the title application, BLM will transfer ownership and send you a “Certificate of Title.” [*Note:* hold up and display an example Certificate of Title.] Remember if you don’t have a Certificate of Title, you do not officially own your animal.



## Attachment 7

Other important terms of the adoption agreement are:

- ♦ Notify BLM of any change in your address within 30 days. The BLM will be unable to deliver your title application, if we do not have your address.
- ♦ Notify BLM of any change in location of your animal, if it is longer than 30 days.
- ♦ Notify BLM of the death of your animal within 7 days. If your veterinarian determines that the animal died of a condition that existed prior to adoption, BLM will provide a replacement animal if death occurs within 6 months after the adoption date.

Sometimes BLM will visit you to see how things are going with your animal. This is an opportunity to verify the well being of the animal and for you to give us information about your adoption experience.

### Oral/Silent Competitive Bid Process:

[*Note:* Clearly describe how you are going to conduct the oral or silent competitive bid process.]

The following are some items that should be covered.

#### ♦ Oral Bidding:

- ♦ Oral bidding will be used to establish the adoption fee. It is conducted just like an auction.
- ♦ Introduce your auctioneer. [*Note:* select auctioneers that are easy to understand and follow and encourage them to be lighthearted have fun with the crowd.]
- ♦ All adopters must complete and have an approved "Application to Adopt."
- ♦ All adopters must have a bidder's number to participate.
- ♦ Bid aggressively and visibly so your bid won't be missed.
- ♦ High bidder will adopt the animal for the price bid.
- ♦ In the event of disagreement the auctioneer's word is final.
- ♦ Announce the order that pen numbers or animal numbers will be presented for adoption.
- ♦ Normally competitive bidding involves two rounds of bidding. Describe, if applicable.
- ♦ Announce that animals not selected will be offered on a first come first serve basis after completion of competitive bidding. Any one interested must go going to the office to adopt the animal.
- ♦ Announce that when adopters have selected their animals they may go to the office to complete the required adoption agreement, health inspections, brand inspections (if needed) and pay their fees.
- ♦ Do not bid on animals for which you have no interest.

#### ♦ Silent Bidding:

- ♦ All adopters must complete and have an approved "Application to Adopt."
- ♦ Announce the start and approximate ending time.

## **Attachment 7**

- ♦ All adopters must have a bidder's number to participate.
- ♦ Outline the maximum and minimum bid increments.
- ♦ Place a bid on the animal of choice by writing down your bidder number and the amount of the bid on the clipboard for the animal of interest.
- ♦ Only BLM officials may change or strike out bids upon the request of a bidder.
- ♦ The highest bidder on the list will be given the animal.
- ♦ State that you will allow active bidding to go on until it is concluded, even if, the bidding time has elapsed. This will help prevent adopters from waiting until the last minute trying to register a bid a few seconds before the bidding time will elapse.
- ♦ State when and where the adopters will assemble for final bid and animal selection verification.

### **Adoption Fees:**

[**Note:** Explain that the minimum bid is \$125 per animal, unless a reduced fee is applicable for certain animals. Be specific and clear about which animals have reduced fees.]

### **Loading:**

- ♦ Announce how loading will be conducted (first come first served, by pen, by appointment, etc).
- ♦ Adopters who will haul animals for other adopters must inform the registration desk, so that load cards can be filled out appropriately.
- ♦ Announce when loading will begin and any deadline for final loading.
- ♦ If local hauling and delivery is available, announce where adopters can go to obtain this service.
- ♦ Announce the trailer requirements. Also if the wranglers determine that it is not safe to load animals in a trailer, alternate transportation will have to be arranged.
- ♦ Announce where adopters should assemble for loading; describe entry and exit points.
- ♦ Tell them to stay with their trailers, and have their halters and load cards ready for the loading attendant.
- ♦ State that they may have to wait, but ask for their patience. Our wranglers work efficiently however, animal safety comes first.
- ♦ You're welcome to watch. The BLM personnel will halter and load the trailers.

### **Ask audience if they have any Questions:**

### **Conclusion:**

We wish you all well and good luck with your animals. We very much want you to be successful and will do our best to assist you. Call us if questions or issues arise.

## Attachment 8

### Wild Horse and Burro Adopter's Packet

- ◆ PMACA
- ◆ Health papers
- ◆ Gelding voucher if appropriate
- ◆ BLM contact list
- ◆ Basic equine health brochures (when available)

**The information listed below is available on the National Wild Horse and Burro Website:**

- ◆ List of veterinarians by State
- ◆ List of farriers by State
- ◆ List of mentors by State
- ◆ Wild Horse and Burro Interest groups
- ◆ Reference list, books, and tapes

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### Guidelines for Promoting Facilities and Prison Program Locations

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Current adoption information and fresh photographs of BLM facilities and prison programs need to be posted on State websites, and/or links to the facilities and prison program's external site. Websites should be consistent in information content and layout to provide easy access to public. The National Marketing Team can provide a template for layout

Ensure distribution and use of *National Wild Horse and Burro Facility Brochure* that provides contact and adoption information.

1. Incorporate local tourist opportunities into adoption marketing. Examples include:  
Drive through Wild Horse Loop Tour in Rock Springs, WY.  
Chuckwagon Supper/Trail Ride around facility location.  
Drive through Herd Management Area near respective facility or prison.
2. When holding training clinics or workshops at facilities and prisons, work with local Chamber of Commerce, etc. to offer after-hour activities. For example, at the conclusion of the afternoon session of the clinic or workshop, have a chuckwagon supper in evening and offer local entertainment or guest speakers, etc. Provide opportunities for the general public to go out and see the animals. Encourage them to return next day and adopt animal.
3. Develop Endurance, Competitive Trail, Limited Distance and Trail Rides around facility location.
4. When a facility or prison is holding an adoption with trained animals, provide a demonstration of their level of training during adoption preview. For example, Warm Springs rides all saddle-broke horses in a grand entry fashion prior to the adoption. This provides the public the opportunity to see the horses in action while being *entertained* with the procession, etc.
5. Corporate sponsored activities. Opportunity may exist to partner with a company and Long-Term Holding Facility contractors to coordinate a tour for trail riders, and promote the adoptable horse at Long-Term Holding Facilities and at correctional facilities.
6. Work with State Tourism Board and local Chamber of Commerce to partner on other tourism opportunities.
7. Facilities could invite groups like 4-H, Future Farmers of America, Pony Club, Back Country Horseman, American Endurance Ride Conference (AERC), etc. to hold a monthly meeting at the facility. The BLM could provide a tour of the facility.
8. The majority of the facilities and prison programs are located in isolated areas; however, several are located on, or near, major highways. To maximize their visibility, adequate highway signs or billboards need to be designed and posted to direct the public to the locations. In addition, the prisons need to have consistent signs posted that display the



partnership between their facility and the BLM's Wild Horse and Burro Program. Signs should be designed by National Marketing Team to ensure consistency.

9. Due to the size of some of the BLM facilities, viewing of adoptable animals is sometimes difficult. Perimeter access roads should be provided so the public has an opportunity to view the animals and is not dissuaded from adopting. If a facility's access is over dirt roads, consider surfacing the road with gravel to allow for year-round access.
10. All planned BLM facility maintenance projects should be completed; ensuring that there is adequate office space, rest rooms, potable water, and covered areas for adoption events.
11. All staff associated with facilities and prison programs need to be trained in customer service, media training, and BLM programs.
12. Where applicable, promote the herds from various herd management areas that will be available for adoption at the facility in upcoming months. Highlight their unique characteristics, for example, Twin Peaks, Kigers, and Sulphur Spring herds.
13. Increase the use of photographs (animals available for adoption, being adopted, or those that were adopted) at facilities. Animals do not have to be part in an upcoming adoption to advertise BLM adoption events.
14. All marketing efforts, signage, etc. for contractor and prison adoptions should be coordinated with BLM for consistency. This will help reinforce the connection between the facility or prison program and the BLM's Wild Horse and Burro Program.

### Adoption Promotion Timeline

Due Date	Lead	Activities
Ongoing		Contact local Chamber of Commerce, Tourism Office, and other organizations to be listed on local calendar and signs.
12 weeks out		Contact Adoption Event Facility to discuss posting adoption information on local signs.
12 weeks out		Schedule radio advertising (primarily country stations) to run week of adoptions.
8 weeks out		Develop print and broadcast media lists in local/regional area surrounding the adoption event and verify information.
8 weeks out		Order B-Roll, posters, brochures from PMDS. Work with National Marketing Team to design flyers and print ads.
Ongoing		Contact Volunteers to assist in distribution of material.
8 weeks out		Identify and confirm a list of successful past adopters, vets, and local trainers to be interviewed by media or give demonstrations at event.
6-8 weeks out		Send initial postcard to all past adopters, potential adopters, TV, Radio, daily and weekly papers within 150 mile radius.
5 weeks out		Compile basic information about experts featured in event.
5 weeks out		Draft event press release.
5 weeks out		Assemble press kit materials as needed.
5 weeks out		Book TV interviews (primarily morning shows) and radio shows.
5 weeks out		Send flyers to volunteers for local distribution.
4 weeks out		Send news release to local weekly and daily papers. Consider metro, lifestyle, consumer, animal, agricultural sections. Offer interviews with local officials/celebrities and past adopters. Also send to radio stations.
4 weeks out		Write calendar and/or media/photo alert and distribute to calendar section local newspapers and events broadcasts at radio outlets.
4 weeks out		Send Congressional invitations.
3 weeks out		Issue follow-up media advisory to wire services, print and broadcast outlets.
3 weeks out		Confirm attendance with local members of

		Congress and others.
3 weeks out		Send out 2 <sup>nd</sup> postcard to all past and potential adopters (adoption reminder).
3 weeks out		Schedule newspaper ads to run 2 weeks before of adoption.
1-2 weeks out		Conduct pre media trip (TV & Radio interviews).
No later than day prior to preview		Contact local TV, Radio, and newspapers to cover event. This is a reminder.
Day of adoption		Staff the event and facilitate media interview, photo opportunities.
Day of adoption		Set up Information Display Table at the event.
Week after		Post pictures on adoption events on web site.
Week after		Draft story on event success for regional wire distribution. Human interest: focus on a horse or adopter.
Week after		Write thank you letters to dignitaries/VIPs who attended.

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### Sample Press Release

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The Bureau of Land Management (BLM) is hosting a public adoption for horse and burro enthusiasts in \_\_\_\_\_ city, state \_\_\_\_\_ on \_\_\_\_\_ dates \_\_\_\_\_.

number of wild horses and burros gathered by the BLM from ten western states will be looking for homes.

Adopting a Living Legend through this unique adoption program is known by horse aficionados across the nation to be extremely rewarding. These animals embody strong characteristics such as great endurance and agility, and can provide an exceptional bonding experience for both first-time and veteran horse owners. These wild horses have not only found their way into the hearts of thousands of recreational riders, but also into show arenas featuring both Western and English specialties. Burros, noted as great for packing and driving, are also exceptional guard and companion animals. During the past 30 years, over 203,000 animals have been adopted.

“The animals are noted for their sure-footedness, resilience, and strong sense of loyalty to their care-taker,” says \_\_\_\_\_ name, BLM Wild Horse and Burro Specialist. “They are very sturdy and healthy animals.”

The activities for the adoption begin with the public preview and registration from times on date. Registration will be open again on date before the bidding at time for additional registrations. The type of bid will begin at time and walk-up, first-come adoptions will follow until time. The adoption continues through date from times. The minimum bid for animals will start at \$125. All applications must be submitted for approval before adopters are allowed to compete in the bidding process.

Qualified bidders must be at least 18 years of age and have no record of animal abuse. In addition, adopters must have specific facilities to meet the needs of wild horses and burros. An adopter can adopt up to four animals. The title to each animal will remain with the federal government for one full year, at which time adopters can apply for their own title. To obtain an application, or to get more information, please visit [www.wildhorseandburro.blm.gov](http://www.wildhorseandburro.blm.gov) or call toll-free 1-866-4MUSTANGS.

The Bureau of Land Management is responsible for managing the nation’s public lands. The wild horses and burros on the public rangelands are managed consistent with BLM’s multiple land-use mission that takes into consideration natural resources such as wildlife and vegetation and other users such as livestock and recreation. With the passage of the Wild Horses and Burros Act of 1971, a responsibility of BLM is to preserve and protect wild horses and burros and to manage for healthy rangelands. When an over-population of wild horses and burros exists on the range, the excess animals are removed and offered to the general public for adoption.



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### Sample Community Calendar Alert

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What: BLM Wild Horse and Burro Adoption Event

When: (dates)

Time: Animal preview at (time and date). Adoptions from (time and date).

Where: (location – include directions)

Details: (number of animals)

Wild Horses and Burros have health records and are ready to train.  
(type of bidding to be used). Minimum bid is \$125.  
After close of bidding, all animals are available for an adoption fee of \$125.  
(list any demonstrations of training events).

Public Information: Call 1-866-4MUSTANGS  
On the web: [www.wildhorseandburro.blm.gov](http://www.wildhorseandburro.blm.gov)

Media Contact: (BLM contact name and number)

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### Sample Media Alert/Photo Opportunity

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What: The Bureau of Land Management (BLM) Wild Horse and Burro Adoption Program provides an opportunity to adopt one of "America's Living Legends." The (city) adoption will feature (number) of wild horses and burros - (list animal's state of origin, if known). Persons interested in adopting should call 1-866-4MUSTANGS or visit [www.wildhorseandburro.blm.gov](http://www.wildhorseandburro.blm.gov).

When: (dates)

Preview/viewing: (date and time)

Bidding starts: (date and time)

Training Demos: (date and time, if available)

Where: (location – include directions)

Interviews: (BLM spokesperson, volunteers)

Photo Op: (list demonstrations, volunteers with animals)

Media Contacts: (BLM contact and number)

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## Advertising Guidelines

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*[Notes: This is a guide of some of the advertising options that are available. Please note that the advertising should compliment the public affairs work, not replace it.]*

Timing, "layering," and type of media approach needs consideration to maximize your marketing budget, and maintain media support. Ideally, the national adoption schedule is developed at least one year to two years in advance to provide the maximum opportunity to promote the events. Once the schedule is developed, several promotional opportunities should be implemented immediately:

1. Post adoption dates on the national and respective state websites. Some states need to develop a Wild Horse and Burro website or improve the information presented on their current sites. Public Affairs Office must keep websites CURRENT and FRESH.
  2. Provide adoption information to respective Chamber of Commerce, facility, and local newspaper's calendar of events. This will enable them to include contact information in outreach materials listing future calendar of events, etc.
  3. The National Marketing Team should begin planning for the purchase of advertising space in pertinent national and regional publications. State marketing contacts should begin planning for the purchase of advertising space in pertinent regional and local publications. Ads should be available from the National Marketing Team.
  4. To maximize ad effectiveness and budget efficiencies, the National Marketing Team and Field Marketing Contacts will coordinate placement of all national and regional ads. This will also help ensure duplicate ads are not run at same time in same publication.
  5. Newspaper ads can vary from classified to display size and vary in type of publication such as the *Thrifty Nickel* type newspaper publication. Magazine or Event Program ads are usually going to be display ads.
- ♦ **Classifieds** are cheaper and can be effective in some areas. Using larger font size and placing text inside a box to draw attention to the ad is most effective and preferred.
  - ♦ **Display ads** are more expensive, but can catch the attention of individuals who do not frequent the livestock section of the classifieds. Depending on the publication, they may be more expensive, but will be more effective. You can request the placement of the ad in a specific section of the newspaper to draw additional attention. If the ad is being run in a magazine that will be featuring a story on the Wild Horse and Burro Program, be sure and coordinate with the author of the story and the magazine advertising representative to ask if the story and ad can run on same page.
  - ♦ **Tips on Buying Print Ads:**
    - ♦ Determine, if the newspaper publishes a weekly or daily edition. If it is a weekly, you will need to order the ad space in advance to ensure that pertinent information is advertised prior to the adoption. For example, if it is a weekly edition that is released on Friday, then at a minimum, the advertisement will need to run at least one or two weeks PRIOR to the adoption event to be effective.

- ♦ If it is a daily newspaper, check to see if they offer a discount on weekday ads if you purchase a Sunday ad. You will want try to advertise the adoption for more than one day. Again, purchase the ad(s), at a minimum, so it will run the day prior to the adoption.
- ♦ Most magazines offer discounts for repeat purchases throughout the year. Determine if you will be advertising more than once, so you can take advantage of the additional discount.
- ♦ Color ads versus black and white. Obviously, color is more expensive, but is sometimes necessary to be effective. When having an ad designed, let the National Marketing graphic artist know your preference so appropriate picture(s) can be used in layout. Some color ads do not look good when run as a black and white ad.
- ♦ Radio Spots versus Public Service Announcements (PSA). If you do not have an adequate advertising budget, but still want to reach the public via radio, PSAs are a secondary option. You cannot control the time or frequency the spots are aired, but it is an opportunity to reach the public.

#### ♦ **Tips on Buying Air Time:**

- ♦ Research the most popular local stations and the stations in surrounding towns. Remember, many of your adopters will come from outside the local area. Have the sales representative provide you with demographic and ratings information and/or research them on the Internet.
  - ♦ Once you have established which stations in the local and surrounding area are the most popular, you can divide your budget accordingly. Don't think you have to put all of your funds into one station. Be honest with them. You are a federal agency with limited funds. Try to purchase spots inside and outside the local area to maximize your saturation.
  - ♦ Inquire about different packages, which the station may be able to personalize for your budget. Some stations offer a certain amount of "comp spots" in addition to the spots you purchase. Some offer affordable saturation packages or live remotes.
  - ♦ Ask them if their sister stations will play your press release, PSA, interview, etc. for your business.
  - ♦ Radio spots are most effective 1-2 weeks out from the adoption. They make the perfect layer to your previously run print ads, etc. If you cannot purchase a minimum of three spots per day during peak times leading into the adoption, or a saturation package, reconsider your options.
  - ♦ In the larger markets, the leading country station may be too expensive for your budget. Be creative. If they have a sister AM or FM station that has good ratings, purchase your spots with it and pursue an interview, etc. with the larger station. The ad representative can be very effective in getting this done for you!
  - ♦ Radio is very effective, but expensive. Do not spend your entire advertising budget on one radio station.
6. Once you start advertising, be prepared to receive unsolicited contacts from advertisers. RESEARCH before you purchase!!! Request they supply you with an advertiser's packet. It should contain information on rates, demographics, deadlines, and ad specs (print media). Most importantly, it should contain a hard copy of their newspaper, magazine,



etc. Look at the quality of their product and look to see what other companies are advertising. If you are trying to reach a horse market, you may not want to advertise in a magazine that is heavy in content about dairy farms, farm implements, etc. Also, are the other advertiser's from the area you are trying to reach? Do not be afraid to tell them that their format or market just does not fit your needs.

7. Keep an advertising log of all the ads purchased with the Post Adoption Report. The log should include a copy of the print ad copy, size and cost of the print ad, how many radio spots per day were run, cost of spot per day, coverage area of purchase, deadline information, was the cost discounted for non-profit, and the ad contact information. It is also helpful to know how the ad was purchased: credit card versus purchase order. This information can be used for future site use and can be helpful for future employees.



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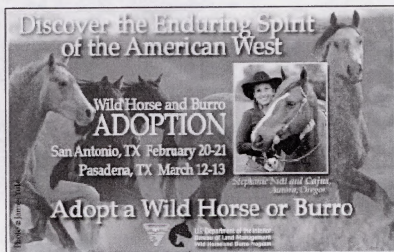
### Photo Guidelines

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1. The National Marketing Team established a Wild Horse and Burro [ftp://](#) site for photographs transmission. Please send all photographs to the National Marketing Team via the [ftp://](#) site. [Note: Instructions on how to use the [ftp](#) site are included at the end of the recommended photo guidelines.]
2. When submitting digital or scanned photographs, use 300 resolution or LARGER. Anything smaller will not allow for quality enlargements or reductions to use in marketing products.
3. Position the animal so unrelated horses and public are not in photograph.
4. Position the animal so you can see all of the animal and the rider/handler.
5. Do not use an animal that is in poor condition, has dirty coat/mane/tail, has unclean tack, etc.
6. Make note if horse and rider are appropriately dressed and tacked up for the situation. For example, if the adopter's horse has won a horse show and the adopter is wearing flip flops, torn jeans and a muscle shirt for the awards photograph, ask diplomatically to take a few pictures of just the horse with the award.
7. Make note of the lighting conditions. Is it inside an arena? If necessary, move subject outside for better lighting or use a flash.
8. Take close up photographs of the horse and the adopter. Make sure the freemark is in focus.
9. Position animal away from poorly constructed fencing, trash cans, animal waste, and overall clutter.
10. Avoid taking photographs of animals from behind. Also do not photograph the animal head directly. This will distort the animal. Use a side profile or the animal with head turned toward the camera.
11. Capture the animal looking forward and with a relaxed look.
12. Avoid taking photographs of too many animals in one picture. Look for opportunities to photograph the animal(s) individually.



Example of a nice horse and rider, but photo is not usable. Part of the horse is missing and the horse is looking downward. The background could be digitally edited to reduce clutter and any distractions.



Example of how a close-up photo can be used in an ad.

13. Try creating a setting. For example, at a horse show or for internet photographs, have a nice backdrop. Even a plain board or tarp that hides fencing, etc. in the background is sometimes suitable.

14. Take A LOT of photographs to increase opportunities to get a usable photograph. Remember, it is difficult to capture the perfect photograph when animals and humans are in same shot in the best of circumstances. Just breathe and take your time.

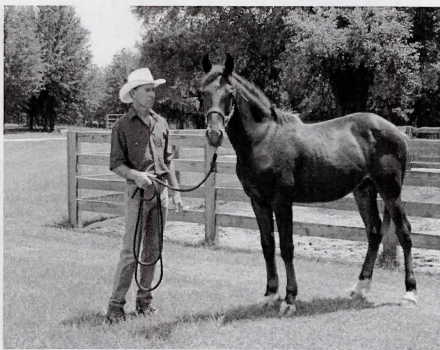
15. Remember to tell us the name of who took the photograph, the names of the people and animal that are in the photograph, the dates of the Adoption Event, the date and location of photograph, name and general address of the adopter or individual, and any specifics on event, etc.

16. Remember give credit to the individual who took the photograph. *Disregarding a PHOTO CREDIT can be costly!*

17. Help your adopters understand the types of photographs that are to be able to feature their photo.

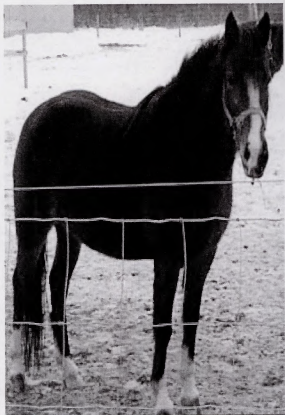
Before

After



The two examples above represent how to work with an adopter to use their photograph in an ad we were designing. We asked if he would mind taking another photograph and outlined the specific criteria to make it a more useable photograph. Look at the difference! The background is now uncluttered, the horse is being led with a nice nylon lead rope, and the adopter looks professional. The horse is looking into the camera with ears forward and freeze mark showing.

Photo is 300 resolution, which allows for enlargement or reduction without losing integrity of photograph.



The Overcast day makes the bay horse look dull. The fence is blocking a full view of the horse. No action or association with adopter.



Good example of a single burro within a group.

Additional recommendations for Internet and Website postings:

1. If the animal is only halter-trained, do not photograph the animal wearing a saddle.
2. If the animal is saddle-trained, do not take a photograph with only a halter.
3. If possible, show someone riding or leading the animal to promote gentleness and show action.
4. Follow the same guidelines as above in relation to condition of animals and background/foreground.



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**Instructions for Reading/Uploading/Downloading  
Photographs to the Wild Horse and Burro FTP:// Sites**

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♦ **Internal Uploading:**

1. Before you begin, select the file or photograph you want to upload.
2. Right click on file or photograph and select copy.
3. Open Microsoft Internet Explorer and go to <ftp://ftp.blm.gov/blmshare/whb/>
4. Right click and select paste to upload file or photograph into whb folder.
5. Notify National Marketing Team to download item.
6. File or photograph will remain in folder for 30 days.

[**Note:** For security reasons, the National Marketing Team is the only staff with authorization to delete from the blmshare/whb folder.]

♦ **External Uploading:**

Public must follow same directions described above for internal uploading; however, they will not have read permissions. Therefore, they will not be able to see the contents of the whb folder. They will need to notify a BLM contact to see if the file or picture was received. This is a security criteria.

♦ **Internal Downloading:**

1. Before you begin, open the local folder you want to download the file or photograph to from the ftp:// site.
2. Open Microsoft Internet Explorer and go to <ftp://ftp.blm.gov/pub/whb>
3. Right click on file or photograph you want to download and select copy.
4. Return to local folder. Right click and select paste to download file or photograph into local folder.

[**Note:** For security reasons, the National Marketing Team is the only staff with authorization to upload to the pub/whb folder.]

**External Downloading:**

1. Public must follow same directions as internal downloading.

[**Note:** Public can download from blmshare/whb site if they are provided the full path for the file, such as: <ftp://ftp.blm.gov/blmshare/whb/exactfilename.whatever>]

## **Summary:**

### **Internal BLM employees can:**

- ✓ Read, upload and download to blmshare/whb folder. [**Note:** Items will only remain in folder for 30 days.]
- ✓ Read and download to pub/whb folder. There are no upload permissions. [**Note:** Items will remain in folder until deleted by the National Marketing Team.]

### **External Customers can:**

- ✓ Upload to blmshare/whb folder, but will not have read permissions. [**Note:** The public can access the individual file or photograph, if the full path name is provided.]
- ✓ Read or download in pub/whb folder.

### **National Marketing Team can:**

- ✓ Delete items in blmshare/whb folder.
- ✓ Upload to pub/whb folder.

[**Note:** To ensure clarity of instructions, please note that read/upload/download is synonymous with read/write/copy.]

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## Exhibit Guidelines

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### ◆ Set Up

- ◆ Plan to have exhibits continually staffed, rather than leaving an exhibit unattended.
- ◆ All BLM personnel should be in uniform. Volunteers should be dressed in a neat identifiable manner.
- ◆ Use a professionally designed exhibit that is made of indoor/outdoor material.
- ◆ Use handouts to convey detailed information.
- ◆ Consider interactive features like a computer or television with video capability.
- ◆ Agency interpretive specialists and public affairs staff are good sources of help.

### ◆ Exhibit Booth Etiquette

- ◆ Avoid sitting behind tables when greeting exhibit visitors. Tables are a barrier between the exhibit staff and the visitors.
- ◆ Do not eat while working at the booth. Keep drink cups, etc. out of public view.
- ◆ Consider placing tables (if needed) along the sides of the exhibit.
- ◆ Eliminating tables across the exhibit front invites people to come into the exhibit space and meet with BLM staff and volunteers on a more casual, friendly, and informal basis.
- ◆ Straighten materials on table often.
- ◆ Informational brochures, flyers, promo materials, etc. should never run out. When the displays look low, replenish them.
- ◆ Exhibit Staff should actively greet and engage exhibit visitors
- ◆ Exhibit Staff should review prepared talking points to provide additional information on the messages within the exhibit and on the Wild Horse and Burro Program.
- ◆ Frequently asked questions, and other information for review is on the BLM National Wild Horse and Burro Program Homepage.
- ◆ Exhibit Staff should record any questions they are unable to answer, along with contact information of the individual. These questions are to be forward to the appropriate office to provide a written response.

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## Volunteer Program Guidelines

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Volunteers provide support to a variety of Wild Horse and Burro Program functions. Most Field Offices use volunteers to assist with adoption promotion and serve as ambassadors of the program. While these functions are of significant value to showcasing gentled wild horses and burros, the BLM is not capitalizing on the full potential of a volunteer program. The volunteers bring to BLM energy, enthusiasm and a desire to be part of a successful adoption program. They bring connections to friends and associates who are potential adopters. Research indicates that the decision to purchase a horse is most influenced by friends and family, a one to one connection.

A variety program functions can benefit from an active volunteer program. However, it can result in diverting limited personnel and funds to supervise the volunteers, training or provide logistical support. Sometimes it is more advantageous not to increase the number of volunteers. In addition to the time and funding required to manage an active volunteer program, there are concerns about which program activities are appropriate for engaging volunteers. The opportunity is to identify where the services of volunteers can be increased yet remains within each office's ability to provide the appropriate support.

The accompanying list contains activities where volunteers can be engaged in the Wild Horse and Burro Program in ascending order of their complexity to implement. Complexity is defined as requiring more supervision, training, and unsupervised public contact or a greater risk of injury. The table is organized with the following major headings:

- I. Adoption Events
- II. Volunteers in Marketing/Promotion
- III. Volunteers Conducting Compliance Checks
- IV. Volunteers Enhancing Animal Adoptability
- V. Volunteers at BLM Facilities
- VI. Volunteers as Mentors
- VII. Volunteers Assisting On-The-Range
- VIII. Volunteers Supervising Volunteers.

Headings are listed in order of ascending complexity, as well as each activity where volunteers can be utilized. In addition, tiers have been identified in the same order of ascending complexity.

A wild horse and burro specialist interested in starting or expanding their volunteer program can quickly identify what activities need additional support, certification of volunteers, and the level of complexity that can be expected. In addition, the list can be used to develop position descriptions for individual volunteers.

### I. Volunteers at Adoption Events.

- a. Ambassadors for the Wild Horse and Burro Program.
- b. Assist adopters in selection of animal(s).



- c. Develop rapport with potential adopters and embrace new adopter's into BLM's family.
- d. Discuss with potential adopter's about how they heard about the adoption and why people who attended the event did or did not adopt.
- e. Assist with set-up and dismantle at adoption site.
- f. Showcase animals at adoption events.
- g. Inspect trailers.
- h. Provide delivery service at adoption events.
- i. Assist with screening adopters and completing paperwork.
- j. Assist with working animals, i.e., sorting, haltering, etc.

**Pick List** – From simple to more difficult assignments

Tier I	Tier II	Tier III	Tier IV
a, b, c, d	e, f	g, h, i	j

## II. Volunteers in Marketing/Promotion

- a. Post flyers regarding upcoming adoptions and/or events.
- b. Distribute adoption information to local community organizations, i.e., Chamber of Commerce, local library, etc.
- c. Assist with identifying local marketing avenues, i.e., local newspapers, businesses, etc.
- d. Assist with identification of volunteer/interest group-maintained and supported web sites to post adoption information, event locations, and pictures of animals available for adoption, etc.
- e. Work with adopters to develop before and after photos of adopted animal.
- f. Assist with booths and/or showcasing adopted and trained wild horses and/or burros at county fairs and expos.
- g. Identify success stories.
- h. Write stories, photograph events, media products.
- i. Assist with identifying temporary adoption site locations.
- j. Sponsor community-based mini-adoption events.
- k. Showcase adopted and trained wild horse or burro to local media, schools, communities, equine groups, Chamber of Commerce, etc.
- l. Host community events to showcase trained wild horses and burros.
- m. Assist BLM with developing and maintaining State websites.

**Pick List** – From simple to more difficult assignments

Tier I	Tier II	Tier III	Tier IV
a, b, c, d	e, f	g, h, i, j	k, l, m

### III. Volunteers Conducting Compliance Checks

- a. Respond to requests from adopters (via adoption packet information provided at adoption event) with concerns and/or issues.
- b. Provide support and advice to new adopters.
- c. Inspection and/or monitoring of sale and/or auction yards.
- d. Phone or in-person compliance inspections.
- e. Complete appropriate paperwork.
- f. Assist with repossession/reassignment of animals.
- g. Hold animals for reassignment.
- h. Assist with entering compliance data into WHBIS.
- i. Establish partnerships with county and state animal control agencies to assist volunteers.

**Pick List** – From simple to more difficult assignments

<b>Tier I</b>	<b>Tier II</b>	<b>Tier III</b>	<b>Tier IV</b>
a, b, c	d, e,	f, g, h	i

### IV. Volunteers Enhancing Adoptability

- a. Assist adopters in selection of animal(s).
- b. Develop rapport with potential adopters and embrace new adopter's into BLM's family.
- c. Provide recommendations to adopters with concerns and/or questions.
- d. Work with adopters to develop before and after photos of adopted animals.
- e. Host educational seminars prior to and/or after adoption events.
- f. Rehabilitate repossessed horses.
- g. Gentle animals.
- h. Conduct or host gentling/training demonstrations.

**Pick List** – From simple to more difficult assignments

<b>Tier I</b>	<b>Tier II</b>	<b>Tier III</b>	<b>Tier IV</b>
a, b, c	d	E	f, g, h

### V. Volunteers at BLM Facilities

- a. Ambassadors for the Wild Horse and Burro Program.
- b. Conduct tours of facility.
- c. Develop rapport with potential adopters and embrace new adopter's into BLM's family.
- d. Assist in adoption selection process.
- e. Inspect trailers.
- f. Provide free delivery service.
- g. Assist with screening adopters and completing paperwork.
- h. Assist with administrative work.

- i. Assist with entering data into WHBIS.
- j. Assist with caring for orphaned foals.
- k. Assist with working animals (veterinary students).

**Pick List** – From simple to more difficult assignments

<b>Tier I</b>	<b>Tier II</b>	<b>Tier III</b>	<b>Tier IV</b>
a, b, c	d, e,	f, g, h	i, j, k

#### VI. Volunteer Mentors

- a. Establish rapport with adopter. Embrace new adopter into BLM's family.
- b. Supply information regarding recommendations for trainers, vets, and farriers.
- c. Participate in continuing education programs, i.e., mentor workshops, horsemanship clinics.
- d. Provide verbal advice.
- e. Provide on-site assistance. (Does not include pen work with adopted wild horse or burro).

**Pick List** – From simple to more difficult assignments

<b>Tier I</b>	<b>Tier II</b>	<b>Tier III</b>	<b>Tier IV</b>
a, b	c	D	e

#### VII. On-the-Range

- a. Assist with removal of abandoned range improvements; fencing.
- b. Assist with construction and maintenance of range improvements.
- c. Assist with monitoring habitat and animals.
- d. Assist with collecting research data.
- e. Assist with bait trapping excess animals.

**Pick List** – From simple to more difficult assignments

<b>Tier I</b>	<b>Tier II</b>	<b>Tier III</b>	<b>Tier IV</b>
a, b		c, d	e

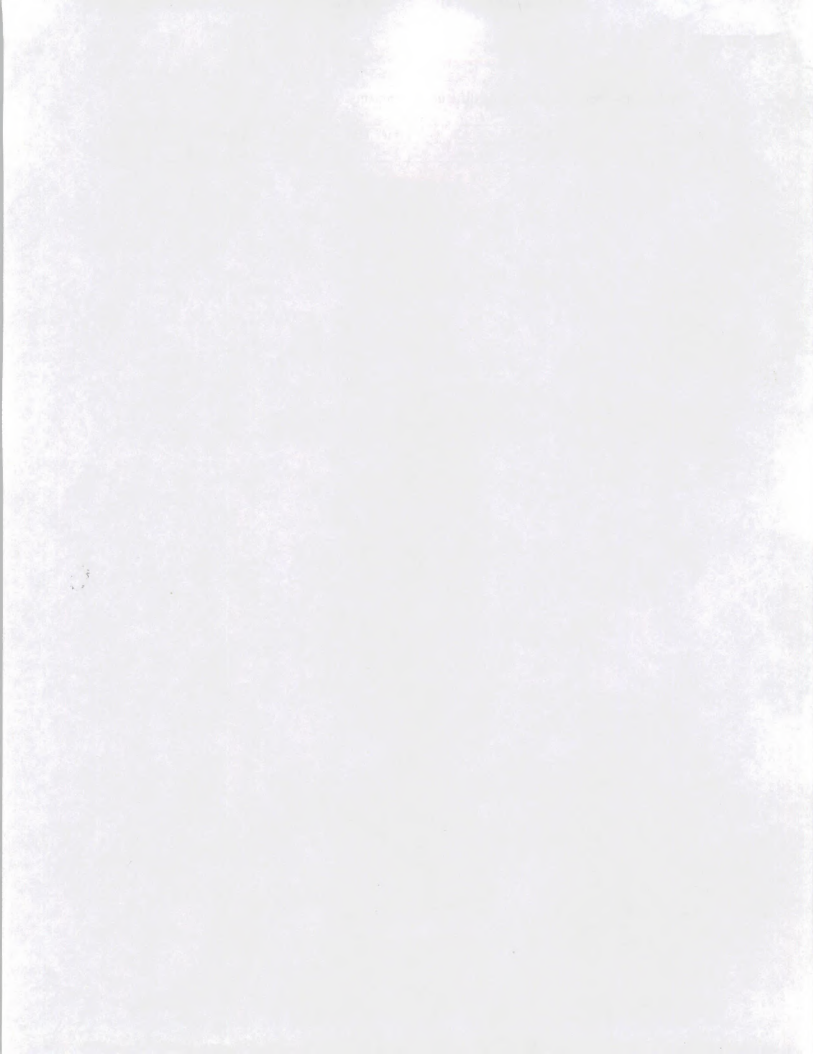
#### VIII. Volunteers Supervising Volunteers

- a. Recruit volunteers.
- b. Assist with basic training.
- c. Organize volunteers and establish assignments.
- d. Monitor performance.
- e. Coordinate activities with BLM.
- f. Maintain and validate volunteer records/reports.
- g. Recommend rewards.

**Pick List – From simple to more difficult assignments**

<b>Tier I</b>	<b>Tier II</b>	<b>Tier III</b>	<b>Tier IV</b>
a	b		c, d, e, f, g





UNITED STATES DEPARTMENT OF THE INTERIOR  
BUREAU OF LAND MANAGEMENT  
WASHINGTON, D.C. 20240

August 25, 2005

EMS TRANSMISSION 08/26/2005  
Instruction Memorandum No. 2005-216  
Expires: 09/30/2006

*In Reply Refer To:*  
*4750 (WO-260) P*

To: All Bureau of Land Management (BLM) Employees  
From: Director, Bureau of Land Management  
Subject: National Adoption Plan

**Program Area:** Wild Horse and Burro Adoptions

**Purpose:** This Instruction Memorandum (IM) introduces the National Adoption Plan that will be used by BLM employees for Wild Horse and Burro Adoptions.

**Policy/Action:** The best practices and guidelines outlined in the National Adoption Plan will be used for all adoption events. The goal of the National Adoption Plan is to streamline the adoption process in an effort to increase the number of successful adoptions, enhance the adoption experience, and make the overall Adoption Program more consistent and cost efficient.

Offices responsible for adoption events should ensure that the following items are addressed utilizing the best practices and guidelines:

- Develop a one to two year adoption schedule with the assistance of the National Marketing Team.
- Coordinate the adoption promotion activities with the National Marketing Team to ensure a consistent look.
- Develop a fully staffed and skilled adoption team by identifying needed skills, assessing current staff skills, and matching individuals with appropriate tasks.
- Increase the use of volunteers.
- Increase customer service to adopters by including veterinarian, farrier, mentor, and training information for each state, along with the health papers in the adopter's packets.

The Plan will be monitored and evaluated for potential updates.\*

**Timeframe:** This IM is effective immediately.

**Budget Impact:** Implementation of this IM would not result in additional expenditures over present policy.

**Background:** The National Wild Horse and Burro Adoption Plan was drafted by a team comprised of BLM employees. The BLM team reviewed recommendations made by a subcommittee of the National Wild Horse and Burro Advisory Board on ways to improve the Adoption Program.

**Manual/Handbook Sections Affected:** The National Adoption Plan refines the information provided in the H-4750-2 Adoption of Wild Horses and Burros Handbook. Most of the additions will clarify existing language in Chapter III – Temporary Adoption Centers.

**Coordination:** The BLM team interviewed Wild Horse and Burro Specialists, Public Affairs Specialists, and members in the domestic horse industry to find out what works and what improvements are needed in the Adoption Program.

**Contact:** Please direct any questions or comments to Sally Spencer, National Wild Horse and Burro Program, at 202-452-5196.

Signed by:  
Lawrence Benna  
Acting Director

Authenticated by:  
Barbara J. Brown  
Policy & Records Group, WO-560

1 Attachment

1 - BLM National Plan (52 pp)